

**Date:** 18 March 2025

**Item:** Places for London Scorecard 2025/26

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper sets out the proposed Places for London scorecard for the financial year 2025/26, which follows a similar structure to the scorecard for the current financial year. Both the metrics and targets for the new scorecard reflect the progress made in Places for London in embedding our strategies and improving and maturing our data.
- 1.2 Targets and milestone completion dates will be confirmed once the end of year position for 2024/25 is finalised, while the financial measures will be in line with the budget.

## **2 Recommendation**

- 2.1 **The Committee is asked to note the paper and approve the proposed 2025/26 Places for London scorecard.**

## **3 Background**

- 3.1 The scorecard is a driver of delivery, turning our business strategies into specific actionable metrics and targets. Each year, Places for London develops an annual scorecard which measures delivery against our strategic priorities and projects as laid out in our budget and business plan. Progress on the scorecard is tracked every four weeks as part of our internal management reporting.
- 3.2 The annual scorecard is aligned with the TfL scorecard and is based on mature metrics and measurement methodologies. The 2024/25 scorecard included milestones for the first time, which improved accountability and focus on delivery. Based on current progress, we expect end of year results to be very positive, and we have hit the majority of our delivery and green milestones.
- 3.3 The proposed scorecard for 2025/26 provides a robust basis for moving the business forward and targets improvements on our successes. Its structure remains broadly the same as the 2024/25 scorecard.

## **4 Scorecard Metrics 2025/26**

- 4.1 The proposed scorecard for 2025/26 financial year is set out in Appendix 1. In pulling together the scorecard, we have considered underlying trends, our forward plans, and the levers available to influence performance. We have aimed to make weighting as even as possible across the scorecard sections, reflecting our ability to deliver across all the objectives agreed with TfL. This is consistent with previous years.
- 4.2 This section summaries the objectives of our scorecard measures, and outlines where there is a change from the 2024/25 scorecard.

### **Safety and Security**

#### **People Killed and Seriously Injured**

- 4.3 This remains on the scorecard as in previous years. It has a direct relationship to the same metric on the TfL scorecard and we will have a target of zero. We have a low incident level in Places for London, but this remains vitally important especially as delivery ramps up with multiple projects on site. In recent years, Places for London has made progress towards a more Health and Safety focused culture, including holding successful 'Stand Down' days. The metric includes staff, contractors, and members of the public where Places for London or TfL are at fault.

#### **Enhanced Tenant Compliance Risk Profile**

- 4.4 Last year we moved to tenant compliance risk profile which assess risk objectively against a range of tenant safety compliance measures. This has been successful in driving an improvement in compliance, with a three per cent reduction in units being categorised as severe or high risk (from 6.6 per cent down to 3.6 per cent). To continually drive improvement in this area we have added additional checks into our tenancy compliance survey, such as oil and gas storage regulations. This enhanced tenant compliance criteria will consolidate and provide an improved and broader view of tenant safety. As such we will use the same targets as 2024/25.

### **Colleague**

#### **All-Staff Representativeness – Disability and Minority Faith**

- 4.5 Both representation measures remain on our scorecard, with the same definitions as previously. We remain unable to report on the sexual orientation characteristic as the number of declarations does not meet the threshold for reporting (i.e., 10 people). If the declarations should increase in this time, we will be able to track the metric, with an ambition to track targets and improvements in future years.

#### **Senior Representation – Gender and Ethnicity**

- 4.6 These metrics are based on representation at the leadership level (Senior Leaders at Bands 4 and 5 and Directors) again compared with the economically active population of London. The metrics align to the TfL scorecard which measures senior representation. We will report the measures for gender and

ethnicity only, this is because the number of declarations for other protected characteristics do not meet the threshold for reporting.

- 4.7 Our long-term aim is to have representation in line with the economically active population of London for each characteristic, but the target for 2025/26 will be to maintain the 2024/25 results. This is due to low expected recruitment and already high declaration rates.

#### People Milestones

- 4.8 Throughout 2024/25, work has been undertaken on a People Plan, which covers aspects such as learning and development, recruitment, and diversity and inclusion. We are proposing people milestones as a new measure to provide insight and delivery focus on our people related activities. The full list of milestones selected is set out in Appendix 2.

#### Total Engagement

- 4.9 This measure, recording the outcome of the Viewpoint employee engagement survey, is consistent with this year's scorecard and mirrors the TfL scorecard.

### **Customer**

#### Homes Completions

- 4.10 This metric remains unchanged and is a cumulative measure of delivery towards Mayoral and Government targets for new homes. The target will be based on Places for London multi-year programme and will be agreed at the beginning of the new financial year.

#### Starts on Site (Total Homes)

- 4.11 This remains on our scorecard, with definitions unchanged. The target will be based on Places for London multi-year programme and will be agreed at the beginning of the new financial year.

#### Starts on Site (Affordable Homes)

- 4.12 This remains on our scorecard as last year. It measures our progress against the Mayoral commitment to provide at least 50 per cent affordable housing across our developments. The target will be based on Places for London multi-year programme and will be agreed at the beginning of the new financial year.

#### Delivery Milestones

- 4.13 This is an improved version of the current year's measure and now includes milestones on our asset improvement projects, as well as new developments of offices and homes. Combined these milestones represent significant progress against our targets on housing delivery, as well as growing the value of our estate and generating revenue. This gives more balance to the scorecard and better represents Places for London's strategy. The full list of milestones is set out in Appendix 3, we will confirm target dates at the end of the current financial year.

## Customer Satisfaction Survey

- 4.14 We continue to conduct our annual customer satisfaction survey. The results for 2024/25 have been received and there has been a significant improvement, to 64 per cent, up from 58 per cent the previous year. This measure will remain on our scorecard, with definitions unchanged.

## Sustainability

### Sustainability and Inclusivity Milestones

- 4.15 We intend to track a further 10 milestones linked to the delivery of our Sustainability and Inclusivity Strategy. Building on work completed last year, these new milestones cover a range of activities across our Environmental, Social and Governance agenda, including our work towards net zero carbon and social value, for example. This focus is central to our strategic direction and our role in protecting and growing value for London and Londoners. These milestones are set out in Appendix 4.

### Delivery of Sustainable Drainage Systems (SuDs)

- 4.16 Delivery of SuDs is a milestone cascaded to Places for London from the TfL scorecard. We have already successfully delivered SuDS at locations in our development programme, including over 2,000 square metres at Kidbrooke Station Square in the current financial year. SuDS is also included in the Places for London Sustainable Development Framework. As such, we are well-placed to contribute to the wider TfL target of 9,000 square metres in 2025/26, including at our Barkingside project through a mixture of permeable paving, below ground attenuation tanks, a green roof, and a rain garden.

## Finance

### Total Revenue

- 4.17 The methodology is unchanged from the current scorecard and the target will reflect the 2025/26 Budget which is due to be considered by the Board on 26 March 2025).

### Operating Surplus

- 4.18 The methodology is unchanged from the current scorecard and the target will reflect the 2025/26 Budget which is due to be considered by the Board on 26 March 2025).

### Asset Disposals

- 4.19 The methodology is unchanged from the current scorecard and the target will reflect the 2025/26 Budget which is due to be considered by the Board on 26 March 2025).

## Dividend

- 4.20 This is the annual sum we return to TfL as our shareholder. This is a single target for the end of the year. It is not updated periodically. Forecasts may be adjusted during TfL's annual accounting cycle.

### **List of appendices to this report:**

Appendix 1: Places for London Proposed Scorecard FY2025/26

Appendix 2: Places for People Milestones

Appendix 3: Places for London Delivery Milestones

Appendix 4: Places for London Sustainability and Inclusivity Milestones

### **List of Background Papers:**

None

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